

# FSF

FUTURE SKILLS FRAMEWORK  
MALAYSIA

# FSF Adoption and Implementation Guide

An industry initiative by



Malaysian  
Insurance  
Institute

Affiliate Partner



In collaboration with



MINISTRY OF HUMAN RESOURCES



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# Recommended Approach

## FI's Vision, Corporate Values and Business Strategy

Board of Directors

FSF Adoption Sponsors

Senior Leadership Team

Human Resource Leaders to ensure FSF alignment and secure buy-ins and sponsorship from Board of Directors and Senior Leadership Team to drive FSF adoption and implementation

### 3 key steps to determine the job roles and skills required to support the business strategy

#### 1 Future State Design

Identify job roles and skills required to support the short-, medium- and long-term strategies of the business


#### 2 Gap Analysis

Analyse gaps between current and future state design that need to be addressed to achieve set goals and objectives

#### 3 Implementation and Change Management

Develop a detailed plan to address identified gaps and transition from current to future state design

The FSF can be implemented either organisation-wide or within specific divisions, departments or units, depending on the business's direction and readiness

 The steps above are an ongoing process to ensure that job roles and skills are aligned with the latest sector trends and business strategy

### Examples of Use Cases in Talent Management Activities

#### Organisational Design

Identify critical roles and skills, and optimise business structure and resources

#### Selection and Recruitment

Shortlist and assess candidates based on role-specific skill sets

#### Talent Development

Develop personalised plans to enhance skills relevant to roles and career growth

#### Performance Management


Set expectations based on required skill sets and establish structured evaluations

#### Succession Planning

Identify critical skills for successors and create targeted development initiatives

# Key Steps to Determine Job Roles and Skills

	1 Future State Design	2 Gap Analysis	3 Implementation and Change Management
Key Actions by Business/ Functional Leaders	<ul style="list-style-type: none"> <li>Assess how the short-, medium- and long-term strategies of the business are impacting the division, department or unit</li> <li>Identify roles impacted by these strategies</li> <li>Identify new skills to acquire or develop</li> </ul>	<ul style="list-style-type: none"> <li>Assess how the purpose, responsibilities and skill sets of the impacted roles are changing</li> <li>Assess other internal and external areas of impact (e.g., processes, customers)</li> <li>Identify talent in these impacted roles</li> <li>Identify actions required to close gaps in current and future state design</li> </ul>	<ul style="list-style-type: none"> <li>Discuss career plans with impacted talent</li> <li>Determine interventions required to support talent during their transition phase</li> </ul>
Key Actions by Human Resources Team	<ul style="list-style-type: none"> <li>Facilitate discussions with Business/Functional Leaders to identify:               <ul style="list-style-type: none"> <li>Job roles impacted by the business strategies</li> <li>New skills to develop or acquire</li> </ul> </li> <li>Share emerging roles, evolving roles and skills in demand that are relevant to the Business/Functional Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate discussions with Business/Functional Leaders to identify and close gaps in current and future state design</li> <li>Guide Business/Functional Leaders on talent-related matters (e.g., union engagements, internal mobility policies)</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate discussions with Business/Functional Leaders to determine interventions required to support talent during their transition phase</li> <li>Assess the readiness of talent to embark on this change</li> <li>Provide relevant resources to support impacted talent (e.g., career counselling)</li> </ul>
FSF Reference Areas	<ul style="list-style-type: none"> <li>Key trends</li> <li>Key findings</li> <li>Job roles and skills</li> </ul>	<ul style="list-style-type: none"> <li>Job role purpose and descriptions</li> <li>Skills mapped to job roles</li> <li>Career pathways within and across job clusters</li> </ul>	<ul style="list-style-type: none"> <li>Capacity-building programmes mapped to skills</li> </ul>
Key Questions for Reflection	<ul style="list-style-type: none"> <li>Which roles may diverge, converge or be displaced?</li> <li>What potential new roles could be created?</li> <li>What new skills are required?</li> <li>What is the approach to managing potentially diverged, converged, displaced or new roles?               <ul style="list-style-type: none"> <li>Build, Buy, Borrow, Bind and/or Bounce?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Where can talent in diverged, converged or displaced roles move to?</li> </ul>	<ul style="list-style-type: none"> <li>Which capacity-building programmes would help develop required skills?</li> <li>Apart from capacity-building programmes, which roles offer opportunities for skills development through on-the-job exposure?</li> </ul>

 The steps above are an ongoing process to ensure that job roles and skills are aligned with the latest sector trends and business strategy

# Template to Assess Impact of Business Strategy on Job Roles and Skills

	Short-term (1 year)	Medium-term (2-3 years)	Long-term (4+ years)
What is the impact of the business strategy on your division, department or unit?			
What roles are impacted?			
What new skills are required?			

# Template to Develop Action Plan to Address Changes in Roles and Skills

No.	Impacted Role	Changes in Roles	Changes in Skills	Action Required
1				
2				
3				